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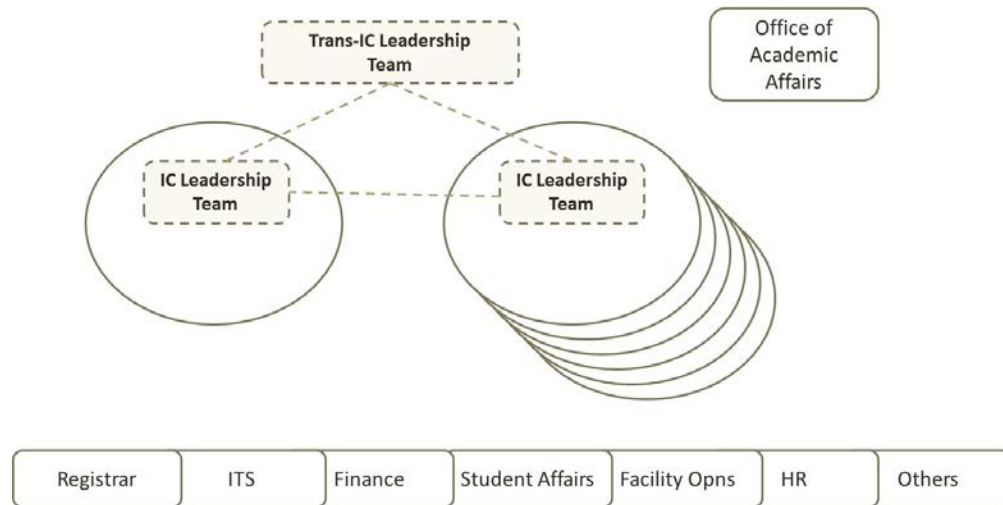
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Leadership Team IC Organization Redesign Process

This document will attempt to outline an approach to conduct the analysis and identify proposed solutions to create a Transformational Design for PSU centered on the Academic/Administrative construct of Integrated Clusters.

The concept of the design effort will use Leadership Teams of faculty and staff as the organizing model for both Intra-Cluster and Trans-Cluster operations. This model will be the major component of the Office of Academic Affairs and will be supported by the multiple operating centers within the university.



The following sequential steps are offered to represent a linear process to complete the design effort prior to implementation which is beyond the scope of the project. It is recognized that in practice the serial design can be modified and some steps be done in parallel.

1 – Create Functional groupings of responsibilities, activities, and tasks

- Build an inventory of current Chair and IC Guide responsibilities, activities, and tasks
- Create a limited number of higher-level functional groupings
- ***At what level can functions be combined to simplify the analysis and design process?***

2 – Separate Functions into Leadership or Management Categories

- Decide whether each function is primarily Leadership or Management
- If the function is not clearly assignable to a category, sub-segment into lower level functions
- ***What are the advantages/trade-offs for consolidating or distributing functional ownership?***

3 – Assess IC Core Leadership Functions versus Not IC Core Functions

- Evaluate each function relative to its RACI; R&A are core while C&I are typically not core
- Evaluate and assign each function as to its importance in achieving the IC mission
- ***Can the number of Core Functions be limited allowing Leadership Teams to remain focused?***

4 – Assign Core IC Leadership functions into Intra-Cluster or Trans-Cluster Categories

- Evaluate Core Leadership functions as to where they best reside
- Functions assigned to Trans-Cluster Leadership Team(s) create consistency
- ***What are the trade-offs in assigning functions to either the Intra- or Trans-cluster teams?***

5 – Evaluate Management Functions and Determine which remain in the Cluster

- Identify management functions that can be shifted from the Leadership Team
- Identify what management functions, if any, need to remain within the Cluster
- ***Can remaining management functions be assigned outside of the Leadership team?***

6 – Define the IC Leadership Team Responsibilities

- List the Intra-Cluster Core Leadership functions/objectives/tasks/activities
- List the Trans-Cluster Core Leadership functions/objectives/tasks/activities
- ***Are objectives/tasks/activities appropriately aligned?***

7 - Design the Leadership Team Model

- Define the skills, knowledge, abilities, and experience for Intra- and Trans-Cluster Leadership Teams
- Determine the core and extended team membership for each Cluster and Trans-Cluster Leadership Teams
- ***What variables affect the size and composition of the resulting teams?***

8 – Design Cluster Support Model

- Define the type and quantity of direct support resources required by the Intra-cluster and Trans-cluster leadership teams
- Define the type virtual support resources required by the Intra-cluster and Trans-cluster leadership teams
- ***What variables affect the size and composition of the resulting support resources?***

9 – Create a Responsibility Transfer Plan

- Evaluate the list of leadership and management functions to be reassigned outside of the IC model
- Identify the best resource to own and operate these functions; create a transition plan
- ***Which functional transfers are easy to implement? Which require process redesign and additional or retrained resources?***

10 – Create Cluster Governance Objectives

- Define the categories of objectives for the Intra-cluster Leadership Teams
- Assign quantitative targets and timelines for achieving those objectives
- ***What variables affect the selection of quantitative measurement across ICs?***